

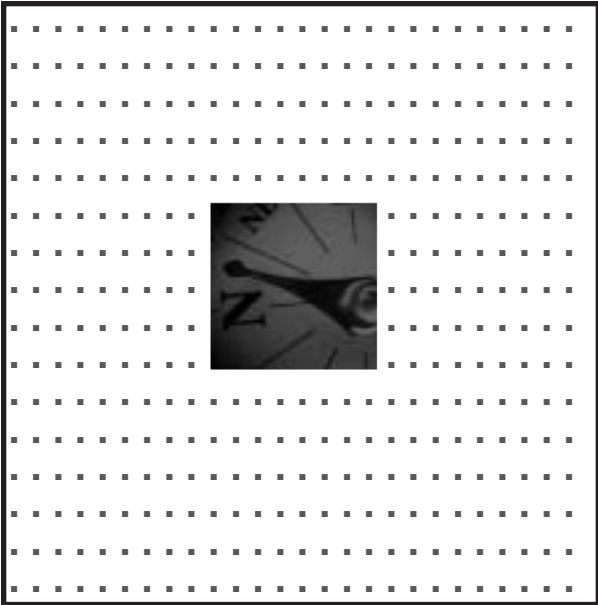
# Neighborhood and Unincorporated Area Municipal Services *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN



## **NEIGHBORHOOD AND UNINCORPORATED AREA MUNICIPAL SERVICES MISSION STATEMENT**

“To provide efficient, accountable, accessible, and courteous neighborhood services that enhance quality of life and involve the community.”






# Neighborhood and Unincorporated Area Municipal Services *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

## Introduction



The Neighborhood and Unincorporated Area Municipal Services Strategic Area component of the Countywide Strategic Plan was developed based on the cornerstones of our strategic plan: Our Vision, Mission, Guiding Principles and Strategic Themes. These global statements were developed through an extensive outreach process and through identification of the strengths and weaknesses of our County government, and future trends that may impact our ability to provide services.


This section provides detailed information on the County's Neighborhood and Unincorporated Area Municipal Services Strategic Area component of the Miami-Dade County Strategic Plan.



# Neighborhood and Unincorporated Area Municipal Services *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

## Background & Trends



We identified several events that have or may impact Miami-Dade County's ability to provide or improve services that impact neighborhoods throughout Miami-Dade County (e.g., water and sewer, waste collection and disposal, environmental protections, etc.) and municipal service delivery in unincorporated Miami-Dade County. The strengths and weaknesses of our County government to meet these challenges were also identified.

The most significant trend related to the Neighborhood and Unincorporated Area Municipal Services Strategic Area is the recent incorporations and the potential for other ones under review. Since a moratorium on new incorporations was lifted in 1990, eight cities were created and today there are eight more proposed cities in various stages of the incorporation process. Interest in incorporation is due to many interrelated factors. First, the population in

unincorporated Miami-Dade County has grown from 980,000 in 1990 to 1.2 million in 2000, an increase of more than 20%. Such a high rate of growth has brought with it an increased demand for high quality municipal services, such as community planning, neighborhood parks, roadway aesthetics, and code compliance in the unincorporated area. Other reasons for the growing interest in incorporation include a desire for governments closer to home and greater neighborhood identity.

## NEIGHBORHOOD AND UNINCORPORATED AREA MUNICIPAL SERVICES STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES IDENTIFIED

### STRENGTHS

Strengths identified include the technologies now available to Miami-Dade County employees. State-of-the-art tools can make Miami-Dade County employees more productive and competitive when compared to municipalities for delivering key services. In addition, Miami-Dade County government's long history of comprehensive planning is an important strength. With population growth beginning to place pressure on Miami-Dade County's urban boundaries, the use of sound planning principles takes on greater importance.

### WEAKNESSES

Results from the 2003 Resident Satisfaction Survey showing high levels of distrust in Miami-Dade County government encourage further incorporation and make it more difficult for Miami-Dade County government to build community consensus for programs and for delivering services.

### CHALLENGES

A significant challenge is the potential threat posed by community fragmentation and parochialism. Miami-Dade County government's ability to deliver services to all of its diverse communities depends a great deal on a shared understanding of the greater community's goals and aspirations.

### OPPORTUNITIES

The incorporation movement has brought with it the opportunity to compete with new municipalities and established cities to deliver municipal services. Increased competition will require Miami-Dade County government to be more proactive in identifying the services that matter most to residents and help foster improved quality of life.

*The goals, desired outcomes and strategies developed by the community and Miami-Dade County staff in the Neighborhood and Unincorporated Area Municipal Services Strategic Area Plan build upon our strengths, address our weaknesses, and take advantage of the opportunities identified.*

# Neighborhood and Unincorporated Area Municipal Services *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN



## Goals



### GOALS

**PROVIDE EFFICIENT, CONSISTENT, AND APPROPRIATE GROWTH MANAGEMENT, URBAN PLANNING, AND TRANSPORTATION DEVELOPMENT SERVICES**

Miami-Dade County continues to experience growth of approximately 30,000 new residents each year. During most public outreach activities held in conjunction with the strategic planning process, residents expressed their concern about unplanned growth and urban sprawl. Initiatives such as “Eastward-Ho” have focused on promoting urban infill and mixed use developments, maximizing

utilization of resources in providing the necessary infrastructure and services to the community while, at the same time, protecting environmentally sensitive lands and agricultural lands outside the urban development boundary. However, successful urban infill

can only be accomplished with the involvement of impacted communities. In recent years, the County has expanded the use of charrettes, working with the community to improve urban design in targeted areas, including infill areas.

### 2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>How do you rate the development of land use &amp; zoning across the County?</i>	36% Good 32% So-So 32% Poor
<i>How would you rate the development and land use/zoning in your neighborhood?</i>	46% Good 27% So-So 26% Poor
<i>Land development/zoning would improve after incorporating?</i>	50% Agree 31% Neither Agree nor Disagree 20% Disagree
<i>How would you rate the overall appearance of Miami-Dade County?</i>	50% Good 34% So-So 15% Poor

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Increased urban infill development and decreased urban sprawl <i>(priority outcome)</i>	<ul style="list-style-type: none"> <li>■ Educate the community on the purpose and benefits of the urban development boundary and the importance of agricultural and environmentally sensitive lands as well as natural areas</li> <li>■ Promote infill inside the urban development boundary, including promotion and cooperation with municipalities</li> </ul>	<ul style="list-style-type: none"> <li>■ Two suitable locations per year identified for mixed-use development</li> <li>■ New infill development and infill redevelopment projects per year</li> </ul>
Protection of viable agriculture and environmentally-sensitive lands <i>(priority outcome)</i>	<ul style="list-style-type: none"> <li>■ Work with the agricultural industry and the community to review and revise policies and codes to maintain current viable agricultural and environmentally sensitive land</li> </ul>	<ul style="list-style-type: none"> <li>■ No net loss of agricultural or environmentally sensitive lands</li> </ul>
Improved community design <i>(priority outcome)</i>	<ul style="list-style-type: none"> <li>■ Identify strategic areas and neighborhoods in need of improved urban design within each commission district</li> <li>■ Target better planning and urban design to these areas through charrettes, integrated infrastructure development, and promotion of mixed-use developments</li> <li>■ Identify and promote areas with maximum potential for urban infill, including areas for increased density as appropriate</li> <li>■ Identify infrastructure needs in infill areas</li> <li>■ Prioritize recommended improvements to these areas</li> <li>■ Ensure that infrastructure improvements are implemented in compliance with these locally-developed plans</li> <li>■ Provide ongoing neighborhood assistance</li> </ul>	<ul style="list-style-type: none"> <li>■ 80% of residents satisfied with urban planning and design in their neighborhoods</li> <li>■ 90% of residents satisfied with urban planning and design in neighborhoods with planned improvements in urban design</li> </ul>



# GOAL

**EMPOWER THE COMMUNITY BY INCREASING COMMUNICATION AND COORDINATION WITH LOCAL, STATE, AND FEDERAL ENTITIES**

As Miami-Dade County continues to grow, it becomes more challenging for residents to feel involved with decisions that directly impact their lives. Initiatives such as a centralized call center with access to a knowledge base of all County services and the web portal are designed to enhance communication with the community.

Strategies to alleviate these concerns include increasing the number of tools available to foster additional interaction between County government and customers.



## 2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>It is easy to express my opinion to the County government on matters that affect me</i>	28% Agree 34% Neither Agree nor Disagree 38% Disagree
<i>County government communicates to residents on a timely basis regarding matters affecting them</i>	27% Agree 30% Neither Agree nor Disagree 43% Disagree
<i>Overall, how satisfied were you with your latest contact with the County?</i>	47% Satisfied 20% Neither Satisfied nor Dissatisfied 33% Dissatisfied
<i>The employees that assisted me were courteous and professional</i>	52% Agree 19% Neither Agree nor Disagree 29% Disagree
<i>The employees that assisted me went the extra mile to get my issue heard and resolved</i>	33% Agree 20% Neither Agree nor Disagree 47% Disagree
<i>I was able to get my question/ concern resolved</i>	50% Agree 13% Neither Agree nor Disagree 37% Disagree



DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Strengthened bond between the community and Miami-Dade County government <i>(priority outcome)</i>	<ul style="list-style-type: none"> <li>■ Establish listening posts and focus groups to obtain community input and feedback on relevant community issues and provide timely response to issues raised</li> <li>■ Expand the local community presence of the Board of County Commissioners and other local officials through outreach and technology</li> </ul>	<ul style="list-style-type: none"> <li>■ 80% of residents satisfied with available mechanisms for community involvement</li> </ul>
Improved community access to information and services <i>(priority outcome)</i>	<ul style="list-style-type: none"> <li>■ Provide more information through the answer center and County web portal site</li> <li>■ Utilize the County's digital branding project to encourage the use of all County electronic channels</li> </ul>	<ul style="list-style-type: none"> <li>■ 80% of residents satisfied with information delivery systems</li> </ul>
Well-trained, customer-friendly County government workforce <i>(priority outcome)</i>	<ul style="list-style-type: none"> <li>■ Enhance customer service training by expanding interagency training within County government and with federal and state agencies</li> </ul>	<ul style="list-style-type: none"> <li>■ A quality rating of at least four out of five for employee customer service</li> </ul>



# GOAL

## USE CONSISTENT, FAIR AND EFFECTIVE MEANS TO ACHIEVE CODE COMPLIANCE

Miami-Dade County is responsible for code enforcement throughout the unincorporated area. Sound neighborhood codes foster safety and help beautify neighborhoods, particularly building and unsafe structure codes. However, strategic planning participants believed it is critical to foster code compliance instead of reactive

### 2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>How do you rate the Building Code Enforcement and Permit Process?</i>	33% Good 30% So-So 37% Poor
<i>How do you rate the amount of run-down houses and buildings in your neighborhood?</i>	62% Not a Problem 24% Minor Problem 14% Major Problem
<i>How do you rate the Police regarding their enforcement of basic standards of conduct (e.g. traffic, noise, loitering)?</i>	55% Good 25% So-So 20% Poor

code enforcement. The County's ability to act proactively would result in greater awareness of the code and higher levels of compliance.



DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Resident and business voluntary compliance with County codes ( <i>priority outcome</i> )	<ul style="list-style-type: none"> <li>■ Expand community education sessions (including citizens' academy, outreach sessions, etc.)</li> <li>■ Provide enhanced information with warning notices to facilitate compliance with tickets as well as knowledge and understanding to enhance compliance in the future</li> <li>■ Review and re-evaluate codes to ensure appropriate first actions for a code violation</li> </ul>	<ul style="list-style-type: none"> <li>■ 80% of residents aware of critical knowledge factors of code compliance</li> </ul>

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Timely identification and remediation of nuisances, including unsafe structures ( <i>priority outcome</i> )	<ul style="list-style-type: none"> <li>■ Provide timely and consistent remediation services for nuisances</li> <li>■ Focus pro-active enforcement of unsafe structures in older areas of the County</li> <li>■ Utilize expedited process for demolition of residential structures under Chapter 17B of the existing code</li> <li>■ Establish a uniform integrated complaint system to avoid duplication of unsafe structure cases between departments</li> </ul>	<ul style="list-style-type: none"> <li>■ 90% of unsafe structure cases opened during the last 24 month have been closed</li> <li>■ 80% of nuisances remediated within pre-defined timeframe</li> </ul>

Consistent interpretation and application of enforcement practices	<ul style="list-style-type: none"> <li>■ Develop and maintain educated code compliance staff</li> <li>■ Ensure adequate and equitable distribution of enforcement staffing and resources</li> <li>■ Periodically review code regulations</li> </ul>	<ul style="list-style-type: none"> <li>■ 80% of customers satisfied with services provided in each district</li> </ul>
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# GOAL

## ENACT PROGRAMS TO BEAUTIFY AND IMPROVE URBAN AND RESIDENTIAL AREAS

Throughout the strategic planning process, the importance of improved neighborhood aesthetics was a recurring theme. In recent years, initiatives such as Image 2000 and the Community Image Advisory Board, increased mowing cycles, and increased litter pick-up at bus stops and on major arterials have been implemented to improve the aesthetics of the community. Results from Miami-Dade County's 2003 Resident Satisfaction Survey show that the County is fairly well perceived in this area. However, the survey also showed that well-maintained roads and medians, landscaped public space, and removal of litter and graffiti directly correlate to how people are satisfied with Miami-Dade County overall.



### 2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

<b>SURVEY QUESTION (RESIDENTS COUNTYWIDE)</b>	<b>RESPONSES</b>
<i>How would you rate the overall appearance of Miami-Dade County?</i>	50% Good 34% So-So 15% Poor
<i>Street cleanliness/smoothness</i>	38% Good 35% So-So 26% Poor
<i>Litter, debris, abandoned cars</i>	58% Not a Problem 28% Minor Problem 14% Major Problem
<i>Vacant lots or abandoned properties</i>	63% Not a Problem 24% Minor Problem 13% Major Problem
<i>Road and street maintenance would improve if we incorporate</i>	59% Probably Improve 27% Stay the Same 13% Probably get Worse

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Neighborhood and rights-of-way aesthetics that foster and enhance quality of life ( <i>priority outcome</i> )	<ul style="list-style-type: none"> <li>■ Enhance roadway and rights-of-way landscape maintenance by expanding to arterials and increasing the frequency of existing maintenance</li> <li>■ Incorporate native/drought-tolerant species in landscaping to facilitate future maintenance</li> <li>■ Increase public, private and partnership participation in adopting portions of the County roadways, natural areas, etc.</li> <li>■ Increase litter pick-up and removal between routine maintenance cycles</li> <li>■ Increase enforcement coordination among County departments to reduce illegal dumping and littering</li> <li>■ Pursue local and state incentives and other initiatives to reduce litter through recycling, biodegradable materials, etc.</li> <li>■ Educate the public to reduce litter and illegal dumping</li> </ul>	<ul style="list-style-type: none"> <li>■ 90% of roadways and rights of way clean and well-maintained</li> <li>■ 80% of residents and visitors rating County neighborhoods as aesthetically pleasing</li> </ul>
Timely repair and replacement of damaged property	<ul style="list-style-type: none"> <li>■ Review, revise and enforce all landscape-related County code (landscape, roadway widths, medians, tree canopy, etc.) to enhance neighborhood beauty (consistent with safety, environmental regulations, etc.)</li> <li>■ Work with local communities to identify opportunities for beautification</li> <li>■ Ensure sufficient resources to meet demand for replacement of damaged property</li> <li>■ Improve the process to deploy replacement inventory in compliance with replacement time standards by type of property being replaced</li> </ul>	<ul style="list-style-type: none"> <li>■ 80% compliance with replacement and repair time standards</li> </ul>



## PROMOTE RESPONSIBLE STEWARDSHIP OF NATURAL RESOURCES AND UNIQUE COMMUNITY ENVIRONMENTS

Ensuring the preservation of our community's natural resources and unique environmental qualities is critical to future generations. There is a strong

desire in the community that Miami-Dade County government must be proactive in protecting the environment. A vibrant local environment

including clean beaches, preserved wetlands, and abundant agricultural and green spaces are important for ensuring a high quality of life.

### 2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>How do you rate Miami-Dade County's Water Service and Treatment?</i>	59% <i>Good</i> 28% <i>So-So</i> 13% <i>Poor</i>
<i>How do you rate environmental protection within Miami-Dade County?</i>	47% <i>Good</i> 36% <i>So-So</i> 17% <i>Poor</i>

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Continuing supplies of quality drinking water to meet demand	<ul style="list-style-type: none"> <li>■ Protect existing public water supply well and well fields</li> <li>■ Provide public education regarding water conservation and pollution control</li> <li>■ Evaluate and implement options to increase water availability (including reuse, aquifer storage and recovery, and other alternative water supply sources)</li> <li>■ Ensure that treatment and delivery meets or exceeds existing water standards</li> </ul>	<ul style="list-style-type: none"> <li>■ 100% compliance with water quality standards</li> <li>■ Reduction in average water use per capita</li> <li>■ Water and sewer infrastructure capacity that exceeds 102% of maximum daily flow for the preceding year</li> <li>■ Increase in the acreage retained or created to enhance aquifer recharge/ water storage capacity</li> </ul>

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Restoration of County construction project site areas to original conditions in a timely manner	<ul style="list-style-type: none"> <li>■ Improve clean-up after County construction projects to reduce pollution</li> </ul>	<ul style="list-style-type: none"> <li>■ 95% of County site areas restored to original condition within stated contract period</li> </ul>
Preservation of wetlands and environmentally valuable uplands	<ul style="list-style-type: none"> <li>■ Acquire and maintain environmentally endangered lands from willing sellers</li> <li>■ Provide incentives for landowners to preserve and maintain environmentally valuable land</li> <li>■ Regulate land use to minimize loss of wetlands and other environmentally important lands</li> </ul>	<ul style="list-style-type: none"> <li>■ 95% acquisition of the remaining 34,000+ acres of potentially available environmentally endangered lands by 2015</li> </ul>
Reduced noise levels for residents within the vicinity of Miami-Dade Aviation Department airports	<ul style="list-style-type: none"> <li>■ Evaluate and modify existing arrival and departure procedures</li> <li>■ Coordinate with land use planning efforts to maximize compatibility of surrounding land uses</li> <li>■ Do not increase the number of flight tracks over residential areas</li> </ul>	<ul style="list-style-type: none"> <li>■ Reduction in the number of flight tracks over residential areas</li> </ul>





# GOAL

**PROVIDE TIMELY AND RELIABLE PUBLIC INFRASTRUCTURE SERVICES INCLUDING ROAD MAINTENANCE, STORM WATER, SOLID WASTE AND WASTEWATER MANAGEMENT, AND A SAFE AND CLEAN WATER DELIVERY SYSTEM CONSISTENT WITH THE COMPREHENSIVE DEVELOPMENT MASTER PLAN (CDMP)**

As the County continues to grow, sidewalks, roadways, sewage systems, and drainage systems need to be built or enhanced where they already exist and existing infrastructure must be proactively maintained. In addition, strategic planning participants believe that this goal is closely related to other goals in the County's strategic plan. For example, building traffic-calming devices enhances neighborhood aesthetics and encouraging safe water and sewage systems helps protect our environmental assets and other natural resources. Finally improved infrastructure policies require more input and communication with residents and community organizations.



## 2003 MIAMI-DADE COUNTY RESIDENT SURVEY RESULTS

SURVEY QUESTION (RESIDENTS COUNTYWIDE)	RESPONSES
<i>Quality of roadways and road signs</i>	51% Good 31% So-So 18% Poor
<i>How do you rate the following service, program, or attribute? —Storm Drainage</i>	30% Good 30% So-So 40% Poor
<i>How do you rate the following as an issue in your neighborhood? —Flooding</i>	32% Not a Problem 31% Minor Problem 37% Major Problem
<i>To what extent do you agree that the County is pedestrian friendly?</i>	34% Agree 29% Neither Agree nor Disagree 38% Disagree



DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Improved neighborhood roadways, sidewalks, drainage, and reduced flooding (priority outcome)	<ul style="list-style-type: none"> <li>■ Develop inventory of existing roadway, sidewalk, and drainage maintenance needs</li> <li>■ Improve outreach efforts for timely identification of problem areas, including facilitation of identification of jurisdictional responsibilities</li> <li>■ Develop and implement process to inspect roadway, sidewalk, and drainage infrastructure for preventive maintenance</li> <li>■ Implement management information system to prioritize service requirements and to identify funding sources</li> <li>■ Allocate necessary resources to provide level-of-service desired by the public</li> <li>■ Enhance drainage systems pursuant to the storm water master plan and by increasing canal dredging, including secondary canals</li> </ul>	<ul style="list-style-type: none"> <li>■ 80% of roadway, sidewalk, and drainage infrastructure surveyed in satisfactory condition</li> <li>■ Reduce by 75% the number of repetitive flood damage claims at the same location</li> </ul>
Reduction in sewage overflows and provision of sewage systems to unconnected commercial corridors; protection of water quality and improved water pressure	<ul style="list-style-type: none"> <li>■ Prioritize water and sewer improvements, including areas needing sewer service connections</li> <li>■ Educate the community on costs of the improvements</li> <li>■ Pursue funding for identified improvements, including alternative funding sources</li> </ul>	<ul style="list-style-type: none"> <li>■ No reportable overflows resulting in warning letters from the Florida Department of Environmental Protection or the Miami-Dade County Department of Environmental Resource Management</li> <li>■ Reduction in response time for sewage system overflows</li> <li>■ 100% of the water system primary distribution points maintained at least 20 lbs per square inch of pressure 100% of the time</li> </ul>

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE / KEY PERFORMANCE INDICATOR(S)
Improved public infrastructure level-of-service standards and policies	<ul style="list-style-type: none"> <li>■ Maintain a dialogue with residents and the development industry to identify strengths and weaknesses of existing level-of-service and impact fees standards and policies</li> <li>■ Improve land acquisition processes for public infrastructure</li> <li>■ Enhance coordination between impact fees and level-of-service infrastructure improvements</li> <li>■ Maximize communication between agencies involved in the process</li> </ul>	<ul style="list-style-type: none"> <li>■ 100% compliance with level-of service standards contained in the CDMP</li> <li>■ 80% of residents satisfied with infrastructure level-of-service provided</li> </ul>
Integrated traffic calming in neighborhoods	<ul style="list-style-type: none"> <li>■ Review and enhance County standards to provide for traffic calming in new developments</li> <li>■ Analyze, revise and enforce laws for speeding in local neighborhoods</li> </ul>	<ul style="list-style-type: none"> <li>■ 100% compliance with regulatory speeds on neighborhood roads</li> </ul>
Safe, comfortable and convenient pedestrian rights-of-way	<ul style="list-style-type: none"> <li>■ Develop pedestrian-friendly standards for sidewalks and other pedestrian rights-of-way</li> <li>■ Ensure safe pedestrian routes to schools</li> <li>■ Maximize safe pedestrian access to parks, government facilities and high traffic area</li> </ul>	<ul style="list-style-type: none"> <li>■ 90% of residents satisfied with pedestrian rights-of-way in Miami-Dade County</li> </ul>

# Neighborhood and Unincorporated Area Municipal Services *Component*

## MIAMI-DADE COUNTY STRATEGIC PLAN

### The Development Process

The development of the Strategic Area Plan for the Neighborhood and Unincorporated Area Municipal Services included the participation of Community Planning Team members that worked with County staff in guiding the project through completion:

**Kenneth Bluh**

**John Bolton**

*President*

Florida Engineering Society

**Mike Brazlavsky**

American Institute of Architects

**Bertha Carswell**

Community Council 8

**Rosa Davis**

**William Delgado**

Latin Builders Association

**Victor Dover**

Dover, Kohl & Partners

**Kenneth Freidman**

Community Council 2

**Mike Hatcher**

**Tim Hyman**

**Jesse Jones**

*President*

Doral Colony

**Timothy Keegan**

Community Council 7

**Lynda Kompelien**

*Executive Director*

Community Redevelopment Agency

**Michael Miller**

*Executive Editor*

Community Newspapers

**Stanley Price**

Bilzin, Sumberg, Dunn, Baena, Price & Axelrod

**Sharon Pritchett**

Community Council 3

**Wayne Slaton**

*Mayor*

Town of Miami Lakes

Interacting with the strategic planning team composed of County staff and with the planning and communications consultants for the project; and

Providing necessary input throughout the strategic planning process, and interfacing with staff to help develop specific goals, strategies, and objectives within the Neighborhood and Unincorporated Area Municipal Services Strategic Area.

Working together these teams identified strengths and weaknesses, opportunities, challenges and future trends affecting neighborhood and unincorporated area municipal services in Miami-Dade County, drafted a strategic area mission statement, and drafted preliminary strategic goals. Also critical to the process were the existing plans and initiatives within the County, as much work had already been accomplished, including for example:

Community Council priorities

The Comprehensive Development Master Plan

These individuals provided the leadership and community expertise needed to make the Neighborhood and Unincorporated Area Municipal Services Strategic Area Plan a success by:

Providing communications linkages to the organizations they worked with every day and with members of their community;

# Neighborhood and Unincorporated Area Municipal Services *Component*

MIAMI-DADE COUNTY STRATEGIC PLAN

